



Emergency Management **UPDATE**

HOMELAND SECURITY ISSUE (December 2001)



Buchanan ablaze. Firefighters move to contain this Nov. 9 outbreak near Oakwood. (Photo courtesy Va. Dept. of Forestry.)

Drought breeds fire aid request

Gov. Jim Gilmore has applied for more than \$2 million in federal assistance to help the Department of Forestry combat fires that have burned about 18,000 acres of Virginia woodlands.

By mid-November, more than 2,200 fires had burned about 18,000 acres and damaged or destroyed more than 70 structures. In October alone, 701 fires were recorded (26 were considered "significant").

More than a month without rain, dry vegetation, newly fallen leaves, gusty winds, unseasonably warm days and low humidity all combined to raise the danger of wildfire to extreme levels in Virginia.

Gilmore applied for the funding under the federal Disaster Mitigation Act of 2000. The costs of fighting the widespread fires exceeded the \$1.4 million threshold established under new regulations effective Nov. 14.

Roles change for local EMs

by Bob Lambert, Staff Writer

As America assesses the long-term impact of the Sept. 11 terrorist attacks, emergency managers have begun rewriting their disaster response playbooks with major league changes in the lineup.

Nationally, the Office of Homeland Security is developing a comprehensive national terrorism prevention and response strategy.

Statewide, Gov. Jim Gilmore's Preparedness and Security Panel is reviewing Virginia's readiness and response to threats against public health and safety as well as identifying potential targets.

On a local level, says VDEM Deputy State Coordinator George Foresman, emergency managers should take the lead in developing their local strategy and coaching key players in their communities.

"We have an established history of responding well to other disaster and emergency events," says Foresman.

"However, government response to terrorism covers uncharted territory. Expectations and capabilities are not necessarily at the same level."

The Sept. 11 response demanded unprecedented resources, flexibility and ingenuity. The concurrent



roles of law enforcement, first responders, public health and public works officials have complicated life for emergency managers.

In these situations, EMs emerge as coaches who respond to specific issues and take a strategic view of the big picture.

"Moving forward with this kind of incident, you need to have a clear understanding of the competing demands and potential conflict between crisis and consequence management," says Foresman.

"You must also work out assignment of responsibilities to prevent problems before they occur and avoid duplication of effort."

Foresman stresses the need for emergency managers to improve interdepartmental and interagency cooperation and communication to assure that citizens get accurate and consistent information. Managers must cultivate reliable

sources of information for making critical decisions as well as look for gaps or conflicts.

For example, if three independent sources essentially agree on predictions for an approaching winter storm, an EM can be relatively confident about the hazards the community faces. If there is a great disparity in that information, then the situation requires closer scrutiny.

"The same is true for weapons of mass destruction," Foresman says. "You need to be prepared. Get your information from several sources. Where there is a conflict, try to find the answer."

"Human beings also have a natural propensity to fill in the blanks with what they *think* was said."

"Take time to understand what *was* said and the message being conveyed. Stick to the facts and avoid suppositions."

A strong, effective spokesman helps calm the public so they can deal with the crisis.

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Medical stockpile ready for breakout

Following the Sept. 11 attacks on the Pentagon and World Trade Center, the federal government dispatched emergency medical supplies from the National Pharmaceutical Stockpile (NPS) to both sites. Now, numerous cases of anthrax exposure have thrust this program into the limelight.

The Centers for Disease Control (CDC) manages eight national medical supply distribution centers for rapid deployment to any location in the United States.

The program ensures prompt delivery of life-saving pharmaceuticals, antibiotics and chemical interventions (as well as medical, surgical and patient support supplies and equipment) to the site of a disaster. Recently updated for bioterrorism attacks, the program includes two components:

- Eight 12-hour push packages strategically placed across the country in environmentally controlled and secure warehouses. Each package consists of 50 tons of medical equipment, supplies and pharmaceuticals that can be deployed within 12 hours of an incident for a wide variety of mass-casualty incidents. (These packages give emergency medical staffers the ability to treat a variety of different agents, even if the actual threat was not identified at the time of the stockpile deployment.)
- Vendor supplies, tailored to meet suspected or confirmed agents, to be delivered in 24 to 36 hours when the incident requires larger or multi-phased response.

VDEM and the Virginia Department of Health are working on a medical supply deployment strategy for communities throughout Virginia. A draft plan has been developed to repackage and distribute emergency medical supplies from the NPS in the event of a disaster.

"We're working with the Virginia Department of Health, other state agencies and local jurisdictions on staffing, resource and facility issues to ensure the effective and efficient implementation of the plan," says George Roarty, VDEM chemical emergency preparedness program manager.

VDEM and VDH are also supporting the stockpile plan for the National Capitol Region, which includes portions of Virginia and Maryland and the District of Columbia.

On a related issue, several workshops have been scheduled to help hospital staff develop an all-hazards emergency management plan and address issues arising from recent terrorist events. Emergency managers are also encouraged to attend.

See the training calendar on page 8 for dates and locations. Contact Susan Howland, Virginia Hospital and Healthcare Association, at (804) 965-1228 for more information and details.



Ready to roll. The National Pharmaceutical Stockpile can be quickly deployed from warehouses like this one. (Photo courtesy CDC.)



Panel seeks national bio-terrorism lab

The Gilmore Commission on Terrorism has recommended creation of a national facility for the research, development and production of vaccines to combat biological terrorism.

The recommendation was part of an executive summary from the third report of the congressional advisory panel Gov. Jim Gilmore heads.

"Biological weapons are no longer a potential threat but a real threat to the safety and security of the United States," Gilmore says.

"A national laboratory for the development and production of vaccines is vital for our nation to build up its defenses and respond to a massive biological attack."

The complete report is scheduled for delivery this month. Congress established the bipartisan panel in 1999 to evaluate the nation's preparedness for acts of terrorism.

The panel's first and second reports and third report executive summary are available at www.rand.org/nsrd/terrpanel.

FEMA to conduct nationwide terrorism readiness assessment

from FEMA News Release

FEMA is conducting a month-long national assessment of state government readiness to respond to terrorist attacks and will recommend changes to enhance their capabilities.

The assessment is similar to previous evaluations of state and local preparedness for natural and manmade disasters, with one important difference. This report will be submitted to the Office of Homeland Security.

"It's time to take a new look at the way we deploy our assets at every level," says FEMA Director Joe M. Allbaugh.

He says the review will offer a snapshot of state and local government capabilities and give FEMA an opportunity to work with them to address any shortfalls.

Regional FEMA staff members are meeting with state and local officials to collect information on state terrorism readiness. As part of the review, representatives from the departments of Justice, Defense and Health and Human Services also are visiting each state and territory.

"We want to make sure we are doing all that we can to support that role," Allbaugh says. "It's the local police, fire and emergency managers that receive that initial 911 call."

"The American public deserves to have confidence in a system that will deliver the needed services when called upon."



Nuclear power plant security augmented

by Bob Lambert, VDEM Staff Writer

Following the events of Sept. 11, Americans have expressed increasing concern about the nation's vulnerability to follow-up attacks — including the targeting of nuclear power plants.

Though considered unlikely, terrorist groups could attempt to release radioactive materials by:

- ▼ Penetrating security at a nuclear fabrication or generation facility and detonating a weapon.
- ▼ Detonating an explosive device, such as a car or truck bomb (i.e., “dirty bomb”) laced with radioactive waste.
- ▼ Acquiring a nuclear weapon and the means to launch it at a domestic target.

Commercial nuclear power station operators must apply stringent security measures to protect public health and safety, including the demonstrated ability to guard against a threat from an intruder.

Dominion Virginia Power had already met stringent Nuclear Regulatory Commission operating requirements for North Anna and Surry before Sept. 11.

In the mid-1990s, Dominion took a number of steps to assure that its power stations and their safety-related equipment were sufficiently protected against car or truck bombs following a national Nuclear Regulatory Commission advisory.

Federal law prohibits nuclear power companies from disclosing details of their security programs (including those implemented following the recent attacks).

However, Dominion has been in close contact with federal, state and local authorities on its security measures, which include:

- ▼ A highly-trained security force
- ▼ Concrete vehicle barriers
- ▼ Razor wire fences
- ▼ Exterior perimeter guard towers
- ▼ Highly-secured entry point for vehicles and employees

In addition to Dominion Power's security measures, the Virginia National Guard is temporarily posting armed guards at the North Anna and Surry nuclear power stations in response to a “heightened state of vigilance to protect these vital resources.”



Fortress of power. Security is and has been a top priority at Dominion Virginia Power's North Anna (above) and Surry nuclear plants. (Photo courtesy of Dominion Virginia Power.)

The soldiers, who have been given “specific orders regarding their assignment,” are working with the Virginia State Police, Virginia Department of Game and

Inland Fisheries and Marine Resources Commission to protect the power stations. The guardsmen are among 850 soldiers and airmen on duty to support homeland defense.

“In the past, nuclear threats like these seemed remote, but Sept. 11 has made us take a closer look at the possibility and re-examine our plans for response,” says VDEM State Coordinator Michael Cline.

“Emergency managers can turn to the State Radiological Emergency Response Plan as a base for planning their response to this type of attack.

“The concepts and many specific actions in that plan are applicable to a radiological terrorist attack anywhere in the state.”

For further information, contact Art Warren, manager, radiological emergency response, at (804) 897-6500, ext. 6587, or by e-mail at awarren@vdem.state.va.us.

Hall retires as Salem EM Coordinator

On the last day of 2001, Danny Hall retires as Salem's Emergency Management Coordinator, a position he has held since 1990, when he was appointed Salem's fire chief.

Hall, 61, retired as fire chief earlier this year, but promised his community he'd stay on as coordinator until year's end.

“It's time to stop, while the department is in good shape and I'm still in good shape,” he says. “I've been playing with fire trucks for a long time. It's time to move on to something else.”

Hall's career with the Salem Fire Department began in 1971, but his dream of being a firefighter began at age 15. By 17, he was already a charter member of the Elliston Volunteer Fire Department.

As emergency management coordinator, Hall saw a lot of changes in Salem. During his 11-year tenure, he initiated an Integrated Flood Observation and Warning System, a regional fire mutual-aid response program, and the city's emergency operations center. He also assisted in starting a greenway mitigation project, which purchased homes in a flood zone and replaced them with green space. Although he relinquishes his coordinating duties Dec. 31, Hall remains with VDEM as a reservist and feels he still has work to do.

“The greatest issue we deal with is apathy. Everyone's very apathetic towards emergency management until there's an incident,” he said. “This makes it difficult for managers to get mitigation programs in place until it's too late. People need to know that we're there all the time, not just during an incident.”



One Web site, two new ways to get there!

Bookmark www.virginiaemergency.com and www.vaemergency.com. They're easy to remember and both will take you to the VDEM Web site (www.vdem.state.va.us).

B-NICE for Terrorism Preparedness ... A W

Dealing with terrorism as a disaster requires coordination of a wide range of functions, including response and recovery, criminal investigation, law enforcement, medical, health and national defense. It also demands a thorough threat assessment.

The Central Intelligence Agency reports that at least 10 countries are believed to possess or be conducting research on using biological agents as weapons.

The Department of Defense estimates that as many as 26 nations may possess chemical agents/weapons and an additional 12 may be seeking to develop them. Several nations are also believed to have trafficked in nuclear bombs or materials.

The acronym B-NICE categorizes the terrorist's arsenal (biological, nuclear, incendiary, chemical and explosives) and also emphasizes the importance of an all-hazards approach to combating the menace.

"We have used an all-hazards approach to disaster planning and response for a number of years and are applying these principles to prepare for and protect the public from terrorist attacks," says VDEM State Coordinator Michael Cline.

"Whether you are dealing with a hurricane or a biological attack, you are responding to an unpredictable, unexpected event that can have widespread impact with mass casualties and destruction of property. The functional similarities are definitely there.

"I encourage all emergency managers to review the state terrorism consequence management plan to formulate and coordinate their local preparedness efforts."

The chart at right is excerpted from a terrorism public inquiry center guide VDEM is developing in cooperation with the Virginia Department of Health. Contact Bob Lambert at (804) 897-6500, ext. 6575, or rplambert@vdem.state.va.us for more information.

Bleach aids cleanup

Household bleach is a valuable weapon in the war on terrorism. It can be used to disinfect some biological agents and help decontaminate some deadly chemicals. In either case, dilute the bleach 9 parts water to 1 part bleach. See chart at right for applications.

*Know your enemy as you know yourself
and you can fight a hundred battles with
no danger of defeat. – Chinese Proverb*

Biological

Bacteria: Anthrax, brucellosis, cholera, plague, tularemia, Q-fever.

Viruses: Smallpox, arboviral encephalitis, Ebola, Marburg.

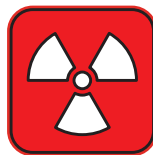
Toxins: Botulism, staphylococcal enterotoxins, ricin, mycotoxins.



Nuclear

Bombs

**Radiological
explosive devices**



Incendiary

**Molotov cocktails
Fire bombs**



Chemical Agents

Nerve: Tabun, Sarin, Soman, VX.

Blister: Mustard.

Blood: Cyanide.

Pulmonary: Chlorine, phosgene.

Irritant: Tear gas, Mace, pepper spray.



Explosives

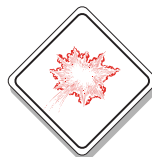
Aircraft bomb

Vehicle bomb

Satchel charge

Pipe bomb

Letter Bomb



Agent	Description
Anthrax	Acute bacterial disease. May be fatal if not treated early. Three forms: ● Inhalation (most deadly) - 80-90% fatality rate. ● Cutaneous (skin) - 20% fatality rate. ● Intestinal - 50% fatality rate.
Botulism Toxin	Serious paralytic illness caused by a potent nerve toxin. If respiratory support is not available, paralysis leads to death.
Ebola and Marburg	Severe, often fatal hemorrhagic fevers found in humans and primates. Death may occur within one week of symptom onset.
Plague	A highly infectious and contagious bacterial disease with a 100% fatality rate in pneumonic plague and a 50% rate in bubonic plague if untreated. Death in 2 to 4 days after symptoms.
Sarin, Soman, Tabun, VX	Chemical nerve agents. High mortality. Oil-like liquid, which can be released as an aerosol or mixed with other liquids.
Smallpox	Highly infectious and contagious viral disease. Approximately 30% mortality rate.
Tularemia	Highly infectious flu-like disease, 5 to 15% fatalities if untreated. For inhalation, 30 to 60% fatalities if untreated.

Weapons of Mass Destruction Reference Guide

Transmission	Symptoms	Treatment	Decontamination	Comment
Inhalation, ingestion or through a break in the skin. Not transmitted between humans.	Incubation 1-7 days. Flu-like symptoms. For inhalation anthrax: fever, shock. For skin: infectious, black lesion. First appears as a swollen area that looks like a large insect bite. For intestinal: intestinal lesions, nausea, vomiting, bloody diarrhea, sepsis.	Early treatment with antibiotics after known exposure essential; may also be used as preventive. Vaccine not available to general public.	Resistant to sunlight, heat and some disinfectants.	Difficult to produce in effective form, but very stable. Easy dispersal.
Does not transmit person-to-person. Aerosol or food-borne release.	Blurred vision, slurred speech, muscle weakness and paralysis, 2 hours to 8 days following exposure.	Antitoxin to reduce symptoms.	Extremes of temperature and humidity degrade the toxin. Aerosolized toxin dissipates after 2 days. Wash with soap and water. Disinfect with bleach solution.	Easily produced. Can spread through the air or food supply. One of the most poisonous toxins known.
Direct contact with bodily fluids of infected person. Contaminated surfaces. Indigenous to Africa. Humans are not carriers. Animal host unknown.	Flu-like symptoms within a few days of exposure. Also: hiccups, rash, red itchy eyes, bloody vomit and diarrhea, chest pain, massive hemorrhaging, and multi-organ dysfunction.	No standard treatment. Supportive therapy for secondary infections.	Isolation. Barrier nursing techniques. No contact with blood or secretions or the deceased.	Aerosol release potential.
Person-to-person through respiratory droplets. Aerosol spray. The bite of an infected flea.	Flu-like symptoms 1 to 6 days after exposure. Enlarged lymph nodes, which often turn black.	Antibiotics highly effective if given within 24 hours of first symptoms. No vaccine in the U.S.	Sensitive to sunlight and heat and does not survive long outside its host.	Bacterium easy to prepare. Easily disseminated by aerosol.
Inhalation, ingestion or through skin or eyes.	Pinpoint pupils, excessive secretions, seizures, convulsions, death.	Remove agent from skin. Antidotes available.	Remove clothing, wash skin, rinse copiously with water, flush eyes. DO NOT induce vomiting. Use bleach solution for skin decontamination.	Sarin is non-persistent, evaporates at same rate as water. Soman (4 x slower than water), Tabun (20 x slower) and VX (1,500 x slower) are persistent. Soman and Tabun persist in the environment 1 to 2 days, while VX can persist for months, especially in cold weather. All are moderately difficult to manufacture, some ingredients hard to obtain.
Spreads person-to-person or by aerosol.	Flu-like symptoms 12 to 14 days following exposure, followed by rash on face and extremities. Forms pus-filled lesions, which eventually crust over.	Vaccination within 4 days of exposure. The U.S. has a small stockpile of vaccine.	Isolation of patients. Traditional disinfectants.	Easy to disseminate via aerosol. High infective rate, long incubation period and relatively high mortality rate contribute to its effectiveness as a weapon. Early ID vital.
Not spread person-to-person. Transmitted by aerosol and numerous habitat vectors (ticks, flies, mosquitoes).	Abrupt onset of flu-like symptoms 1 to 10 days following exposure. Ulcer usually forms at penetration site.	Treatable with antibiotics. No vaccine available for general use. New drug under investigation.	Susceptible to bleach solution. Clean body surfaces with soap and water. Thrives in cold moist areas.	Extremely infectious - it only takes 10 organisms to infect a person. Easily disseminated.

Y2K provided blueprint for Arlington on Sept. 11

by Mark Penn, Arlington County
Emergency Center Manager

Like many jurisdictions across the country, Arlington County spent thousands of hours preparing for a possible Y2K meltdown.

When little actually happened that New Year's Eve, skeptics questioned the allocation of time and resources.

However, interjurisdictional and agency cooperation, well-crafted contingency plans and a long history of mutual aid proved their worth when a hijacked airliner struck the Pentagon Sept. 11.

Arlington County's extensive preparation for Y2K helped us identify most of the resources used in response to this incident.

The Pentagon has been on the top of our threat list for some time. We spent many hours pre-planning for an emergency at the building, and although no one anticipated the Sept. 11 attack, we were able to apply the lessons learned from numerous exercises and past incidents.

The initial emergency response went smoothly because of long-standing, well-developed, automatic mutual-aid agreements. Neighboring jurisdictions quickly



Dress rehearsal for disaster. Advance preparation and multi-jurisdictional exercises ensured Arlington County Emergency Center Dispatcher Michelle Kuehn was well prepared for the events of Sept. 11. (Photo courtesy of Arlington County.)

provided extra fire and EMS support and, once on the scene, our crews worked well together because of the invaluable experience gained through regular joint exercises.

However, it is important to note the Sept. 11 incident had its own special demands, and emergency responders had to adjust to those needs. The county's ability to adapt and remain flexible was critical.

As the Pentagon was considered a crime scene, Incident Command was unified with the Arlington Fire Department operating

with the FBI. During the initial stages of the incident, operations stopped many times until security threats were investigated.

Pentagon security requirements and the incident's magnitude complicated the logistics for this incident. As a result, responding agencies' supply chains were disrupted and local contacts were faster and more efficient. The county's logistical support had to expand to meet the needs of the FBI and other supporting agencies.

Our experiences at the Pentagon reinforced the value of our Y2K preparations and the need to:

- Remain flexible
- Develop defined mutual aid agreements
- Develop broad threat assessments
- Exercise our plan often
- Involve all our mutual aid partners in the exercises
- Keep documentation up-to-date with FEMA and state requirements
- Develop clear lines of communication

For emergency planners, the Sept. 11 tragedy demonstrated the need to expect the unknown and be ready to adapt to rapidly changing circumstances.

Contact Mark Penn at mpenn@co.arlington.va.us to learn more.

Hats off for another Va. first place finish



Your *Emergency Management Update* newsletter placed first in the 2000-2001 International

Association of Emergency Management (IAEM) Media Awards Contest.

This is the second year in a row *Update* received this designation in the "State/Regional/International Government or Non-Profit" category.

On a related note, our first submission of the VDEM Web site resulted in a first place finish in the "Computer Products" category. The nomination focused on the tornado, hurricane, winter and lightning public awareness campaigns.

More details about the awards and honorees appear in the December 2001 issue of the *IAEM Bulletin*.

Governor recognizes Virginia heroes

Forty-eight individuals and organizations received gubernatorial citations last month for "valiant and heroic service to our Commonwealth and the nation" in their response to the terrorist attack on the Pentagon.

"The lives of all Americans were forever changed on Sept. 11," the governor said in his salute to "Virginia Heroes" at the University of Richmond.

"Through it all, through the smoke and fire, through the fear and rage, Virginians answered the call of their fellow man.

"No longer will we look at our firefighters, our police officers, and our medical personnel the same way. Our definition of hero has been renewed — and today we thank our heroes, and thank God we have them by our side."

In proclaiming "Virginia's Heroes Day," the governor praised the efforts of those who helped the victims of the Pentagon attack without regard to their own safety.



Just doing their jobs. VDEM Area 1 Hazmat Officer Glen Rudner (right) discusses recovery efforts with Ken Salfelder (left) and Jim Taber (right) of the Alexandria Technical Rescue Team. (VDEM Photo.)

Honorees included VDEM; the Virginia State Police; the cities of Alexandria, Fairfax, Falls Church and Manassas; and the counties of Arlington, Fairfax and Prince William.

Visit the Governor's Web site at www.the.digitaldominion.com/press/news2001/heroes1102.cfm for more details.

Guide gives HMOs new tool to nab environmental criminals

by Steven De Lisi, VDEM
Area 2 Hazardous Materials Officer

You are called to investigate a possible hazardous materials incident at a self-storage facility. Upon arrival, you find a 10' x 20' unit containing several 55-gallon drums and a number of 5-gallon containers.

The manager says the tenant is behind on the rent, and plans are under way to sell the abandoned unit's contents at auction.

You also learn the manager noticed a lot of activity there several weeks ago, and neighboring tenants have recently complained about an unusual odor in their units.

Are the materials hazardous? If so, is this a possible criminal offense? If this is an environmental crime scene, who will:

- Collect the necessary evidence?
- Investigate and prosecute the case?
- Pay for cleanup and removal of the abandoned materials?

The Central Virginia Environmental Crimes Task Force developed a resource guide and crime scene sampling kit to answer these questions and more.

Completed in August, the publication provides practical information for investigating potential infractions.

The guide's scope is limited primarily to activities that take place at the potential crime scene with a focus on evidence collection and preservation.

However, information on administrative details, such as consulting with local and

state prosecutors and cost-recovery issues, is also included.

Environmental crimes typically involve the intentional, knowing, reckless, or criminally negligent violation of environmental laws and regulations. The task force was particularly interested in the fact that many operational issues of these investigations parallel other types of hazmat incidents and are covered by OSHA 1910.120.

It is important to remember that collecting chemical samples suitable for criminal prosecution requires a higher standard of care, not only to provide for the safety of personnel operating at the site but also to establish the credibility of this evidence when used in court.

To make collection easier, six sampling kits containing various cleaned and sealed sample containers and equipment have been distributed in the metro Richmond area.

The Division of Consolidated Laboratory Services (DCLS) provided most of the kit materials (as well as large insulated coolers) at no cost to participating localities. The coolers serve as both a means of storing sampling equipment prior to use and transporting samples to the laboratory in ice to preserve the quality of the evidence.

Several agencies involved in developing the guide are also providing instructors to assist localities in using it.

To learn more about this training or obtain a copy of the guide, contact Steve De Lisi at sdelisi@vdem.state.va.us or (804) 897-6500, ext. 6572.



Risky business. Evidence collection for environmental crime investigations requires special care.

Central Virginia Environmental Crimes Task Force Membership

Federal Level:

- Environmental Protection Agency, Criminal Investigative Division
- Defense Criminal Investigative Services

State Level:

- VDEM
- Department of Environmental Quality
- State Police
- Office of the Attorney General
- DCLS

Local Jurisdictions:

- Counties of Chesterfield, Hanover and Henrico and city of Richmond

Barwell assumes lead disaster planning role



Gordon Barwell, VDEM's senior training and development coordinator, has taken on a new position and new challenges in emergency management. Effective Nov. 26, the native Australian became VDEM's chief disaster planner.

Barwell joined the agency four years ago with responsibilities including the development of the Local Emergency Management Operations Course (LEMOC) and the State Emergency Response Team Exercise (SERTEX). In his new role, Barwell will spearhead revision and maintenance of the state's eight-volume official disaster plan.

"Gordon's experience in developing exercise scenarios gives him unique perspective in taking over responsibility for the state plan," says Mary Camp, director of preparedness and mitigation. "He has looked at the strengths and weaknesses of emergency plans in developing exercise scenarios and gained invaluable experience in assessing the effectiveness of state and local plans."

Publishing of the revised volumes will begin next year, after Governor-elect Mark Warner takes office.

EM Roles (continued from page 1)

In these situations, Foresman says, a local elected official may be the best choice — as New York Mayor Rudy Giuliani demonstrated after the Sept. 11 attack.

Finally, emergency managers should prepare their staff and allocate resources for a prolonged event.

"Recovery from a terrorist attack is a game in double overtime," Foresman says. "You don't want to peak out on the front end of an incident like this. You need to be ready for the long haul."

For more guidance on planning and response issues, refer to the Terrorism Annex in the State Emergency Operations Plan.



Emergency Management

Mass Fatalities Incident Mgmt.
Dec. 4-6/Richmond

EM Workshops for Hospitals and Health Systems (All Hazards)

Dec. 10/Newport News

Dec. 18/Fairfax

Dec. 19/Glen Allen

Developing Volunteer Resources

Jan. 9-10, 2002/Richmond

Basic PIO Course

Jan. 15-17/Richmond

Hazardous Weather and Flooding Preparedness

Jan. 23-25/Virginia Beach

Emergency Planning Workshop

Jan. 29-31/Newport News

Radiological

Traffic Access Control/Comm.

Dec. 11/Richmond

Reservist Training

Info. & Planning Tabletop Exercise/Action Tracking
Dec. 11/Richmond

Decision Making Skills
Jan. 8/Richmond

Search and Rescue

Field Team Member (II)
Dec. 7-9/Montebello

GSAR Institute
Jan. 25-27/Blue Ridge

SAR Council
Jan. 26/Richmond

Technological Hazards

Chemistry of Hazardous Materials
Dec. 3-14/Newport News

Public Safety Response to Terrorism (PSRT) — Awareness
Dec. 8/Hanover County (EMS)

Dec. 8/Spotsylvania County

Dec. 9/Kilmarnock

Dec. 11/Hanover (Sheriff's Dept.)

Dec. 17, 18, 19/Suffolk

Dec. 18, 19/Hopewell

(Contact Pat Collins via e-mail at

pcollins@vdem.state.va.us)

Conference to highlight CDE programs

*W*hat messages should you use to confront fear in light of recent terrorism attacks? What lessons did impacted localities learn from this response? What related demands were put on your locality and how did you manage those demands?



VDEM's first *Emergency Preparedness Community Outreach Conference* will address these issues and more. Scheduled for Feb. 6, 2002, at the Wyndham Hotel Richmond Airport, this one-day conference will feature workshops with case studies and cutting-edge research impacting Community Disaster Education (CDE) programs in Virginia and across the nation. The program is designed for EMs, community disaster educators and those interested in promoting community disaster preparedness.

Visit the VDEM Web site at www.vdem.state.va.us/train/calendar.cfm by Jan. 23 to register online. There is no cost and lunch will be provided. For more information, contact Rohn Brown at rbrown@vdem.state.va.us or (804) 897-6500 ext 6519.

TRAINING NEWS . . . FEMA has announced new enrollment procedures for the Emergency Management Institute (EMI) under a two-term course enrollment system. Designed to make better use of space at the Emmitsburg and Mt. Weather, Va., training centers, the new system will apply to courses starting on or after April 1, 2002. Check out a consolidated list of terrorism consequence management training opportunities at www.fema.gov/emi/ctrtr.htm.



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